Performance Measurement:
Organizational Changes and Outcomes Monitoring

Presented by:
Kay Chapa and Kelly Gonzalez

Southwestern Medical Center
2010 Library Assessment Conference

- Background
- Methods
- Tools and Measures
- Results
- Conclusions
- Questions

Kay Chapa
Kelly Gonzalez

Southwestern Medical Center
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Background – Campus

The University of Texas Southwestern Medical Center – Mission Statement and Goals:

- To improve health care in our community, Texas, our nation, and the world through innovation and education
- To educate the next generation of leaders in patient care, biomedical science and disease prevention
- To conduct high-impact, internationally recognized research
- To deliver patient care that brings UT Southwestern’s scientific advances to the bedside – focusing on quality, safety and service
Background – Library

- UT Southwestern Medical Center Library
  - 50+ staff members
  - 10 operational units
  - Office of Assistant Vice-President for Library Services (OAVP)
    - Library Director
    - Deputy Director
    - Assistant Director for Strategic Planning
    - Program Evaluation and Assessment Specialists (2)
Background – OAVP

- Evolutionary process
- Growing competencies
- Organizational building blocks
  - strategic planning
  - project and portfolio management
  - assessment
Background – Library Advisory Group

- 2009 Annual Staff Survey
  - Connecting with our clients
  - Library operations
  - Internal communication
- Changes not adequately monitored
- Needed an instrument
  - Evaluate organizational changes
  - Evaluate and monitor departmental and strategic plan progress
November 2nd

“Credible Evidence”

He rebutted
He refuted
He said some more
He said something else
He has some ideas
He has some other ideas
He talked about his record
He talked about his record

Source:

Kay Chapa
Kelly Gonzalez

Southwestern Medical Center
Methods

“The cognitive justification for democracy lies not in prevention of bad policies, but in the fact that the bad ideas promulgated in the form of policies and programs can be detected.”

Source:
Methods

“In other words, modern democracies need credible assessments of the causal impacts of public policies and the programs developed to carry out the policies.”

Source:
Background – Changes

- What happened after the changes?
- Did we get the results we were expecting?
- What did we get that we were not expecting?
- Did performance at multiple levels – organization, unit, individual – improve?
- Did performance decline?
- Do adjustments need to occur?
Measures and Tools

- Measuring and Monitoring Change
- Instruments Evolve
- Instrument 1: scoring system, based on LibQUAL+™

**Fig. 1. Evaluation Instrument #1**

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>Responsive</td>
<td>3</td>
</tr>
<tr>
<td>Service</td>
<td>Understand</td>
<td>2</td>
</tr>
<tr>
<td>InfoCtrl</td>
<td>Accessible</td>
<td>2</td>
</tr>
<tr>
<td>InfoCtrl</td>
<td>Ease-of-use</td>
<td>2</td>
</tr>
<tr>
<td>InfoCtrl</td>
<td>Comprehensive</td>
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<td>Place</td>
<td>Inspire</td>
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<tr>
<td>Place</td>
<td>Comfortable</td>
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</tr>
<tr>
<td>Place</td>
<td>Group</td>
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</tr>
</tbody>
</table>

Grade
A Systems Approach

- Performance measurement
- Strategic planning
- Project planning
- Quality improvement
- Program evaluation
- Outcomes monitoring
- Impact evaluation
Moving Our Library Forward Intelligently

Strategic Plan (What?)

Assessment (Impact?) ↔ Portfolio / Project Management (How?)

Courtesy of: Richard Wayne, Assistant Director of Strategic Planning
Resources
## Approaches

### Table 1. Evaluation Models and Approaches

<table>
<thead>
<tr>
<th>Model or Approach</th>
<th>Key Contributing Element(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes-based planning and evaluation (OEPE)</td>
<td>Requires the identification of an unmet need that can be addressed with specific actions that include methods which measure the change resulting from those actions.</td>
</tr>
<tr>
<td>Balanced scorecard</td>
<td>Used to evaluate organizational effectiveness from four perspectives: user, internal, finance, and learning/growth.</td>
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<tr>
<td>Utilization-focused evaluation</td>
<td>Involves stakeholders in the development of an evaluation and in the use of evaluation findings.</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Compares an organization’s services and products against a similar organization recognized as an exemplar.</td>
</tr>
<tr>
<td>Logic modeling (cause-and-effect linkages)</td>
<td>A systematic visualization of cause-and-effect linkages among resources (inputs), activities (outputs), changes (outcomes), and long-term results (impacts).</td>
</tr>
<tr>
<td>Continuous quality improvement</td>
<td>Ongoing improvement of a process based on constant measurement and analysis of results produced by the process.</td>
</tr>
<tr>
<td>Impact evaluation</td>
<td>Focuses on the fundamental long-term changes, intended and unintended, resulting from program processes and activities.</td>
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<td>Outcomes monitoring</td>
<td>Periodically reviewing results, intended and unintended, that occur from changes made to address specific issues.</td>
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<td>Feedback loop</td>
<td>Modifying the design of a system based on interaction among the elements of the system.</td>
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<td>Cost-benefit ratio</td>
<td>Considers multiple variables, numerical and non-numerical, to determine the ratio between benefits and costs - short and long-term, direct and indirect.</td>
</tr>
<tr>
<td>Mixed evaluation methods</td>
<td>Integrates multiple elements - quantitative and qualitative - in evaluation design and analysis.</td>
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<td>Performance indicators</td>
<td>Expressions, often numerical, used to characterize performance descriptive of organizational effectiveness.</td>
</tr>
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<td>Theory-driven evaluation science</td>
<td>Uses the most rigorous scientific methods in designing and evaluating programs while considering practical constraints.</td>
</tr>
<tr>
<td>Context</td>
<td>Implication for the Evaluation Plan</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Staffing reallocations occur regularly.</td>
<td>Breadth and depth – there needed to be multiple indicators to gauge progress along several dimensions (i.e., behavior change, improved effectiveness, better performance, increased learning).</td>
</tr>
<tr>
<td>Organizational realignment is often used to address organizational issues.</td>
<td></td>
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<td>Staff competency in evaluation varies widely.</td>
<td>Practicality, feasibility, transparency, and usefulness – the plan needed to be one that could be readily implemented and easily maintained, yet useful.</td>
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<td>Library use of technology is constantly evolving.</td>
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<td>Commitment to Library planning, assessment, and evidence-based librarianship.</td>
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</tr>
<tr>
<td>Library’s vision statement: “Give every member of the UT Southwestern community biomedical information that makes a difference.”</td>
<td>Realistic and results-oriented - the plan must capture anticipated/unanticipated results as well as consequential/inconsequential results, and focus on institutional outcomes.</td>
</tr>
<tr>
<td>UT Southwestern institutional mission: patient care, education, research, and improved health care.</td>
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</tbody>
</table>
Fig. 2. Evaluating Organizational Changes

An Evaluation Plan
PROGRAM DEVELOPMENT

Program Action - Logic Model

- Inputs
  - Activity 1: OAVP: +1 AL, +1 SP = 2 FTEs
  - Activity 2: DSTP created: DIRD + DA
  - Activity 3: CD: +1 FTE
  - Activity 4: RSES: ...
  - Activity 5: "Lunch with Laurie" implemented
  - Activity 6: OEC reps nominated by OEC and elected by staff

- Outputs
  - Activity 1: Increase % of time Pam Thompson works with Program Evaluation and Assessment Specialists on the Library Data Farm
  - Activity 2: Integrate Library's statistical snapshot into the Library Data Farm
  - Activity 3: Develop Archives & History of Medicine Plan to expand/provide access to stored collection via display and/or digitization

- Outcomes - Impact
  - Short Term
  - Medium Term
  - Long Term

- Major Issues
  1. Needed to get staff out of the physical library by increasing outreach and liaison work.
  2. Two units without managers.
  3. Too many tech. activities in AL, too many clerical tasks in Tech Svcs.
  4. CD needs addt'l staff.
  5. DA and DIRD relationship.
  6. Lack of success in CATMAN.
  7. Ongoing communication issues not addressed by interest groups.
  8. Lack of coordination among multiple units involved w/collection mgt.
  9. Strategic planning needs to be a constant process.

Source: University of Wisconsin – Extension
http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html
Feedback loops and multi-dimensions

**INPUTS**
- Program investments
- Activities
- Participation

**OUTPUTS**
- Short
- Medium
- Long-term

**OUTCOMES**
- What we invest
- What we do
- Who we reach
- What results
Results

- **Performance Indicators (PIs)**
  - Created collaboratively
    - Library Director (AVP), Deputy Director, Departmental Manager
- **Mapped to Short–Term Outcomes**
  - 2009
    - 16 organizational changes
    - 12 PIs
    - 4 changes without PIs related to “internal communication”
      - creation or dissolution of teams or task forces
  - 2010
    - 11 organizational changes and PIs
Results – Example 1

- Additional Staff for Collection Development
  - 2 consecutive years added 1 staff member
  - Total FTE for CD = 4

- Performance Indicators
  - Includes metrics, targets and intended outcomes
  - Unit to effectively change workflow and accommodate new activities and responsibilities
    - Specifically related to implementation of ERMS
    - Findability and access issues to electronic journals
Changes in the Collection Development (CD) Unit

"Institutional Evidence" added to the Library Data Form

- At least 2 evaluations of services and products completed
- At least 2 process and procedures policies (Keys, Overdue notices) modified
- At least 4 digital media alternatives completed to provide assistance to frequently asked questions at the Information Desk
- At least 4 process and procedures changed related to electronic resources implemented/modifed

Blurr the lines between serials, web, research & development components of unit organization

Build unit cohesion by organizing responsibilities, cross training and cross collaboration within unit in order to provide enhanced access to virtual library resources and services

Build unit cohesion by organizing responsibilities, cross training and cross collaboration within unit in order to provide enhanced support for virtual library

Continue to integrate Strategic Planning, Assessment and Organizational Efficacy Council by appropriate use of tools such as StaffWeb

Cross-train IS staff and enhance communication skills

Org-Level Changes

<table>
<thead>
<tr>
<th>Changes Title</th>
<th>FY and Quarter Begin</th>
</tr>
</thead>
<tbody>
<tr>
<td>A &amp; HHS: +1 = 2 FTEs</td>
<td>Q1 FY 2010</td>
</tr>
<tr>
<td>CD: +1 = 4 FTEs</td>
<td>Q1 FY 2010</td>
</tr>
</tbody>
</table>

Org-Level Changes (Grouped)

<table>
<thead>
<tr>
<th>Unit</th>
<th>Changes Title</th>
<th>Connected Unit</th>
<th>PIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Archives &amp; History</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CD</td>
<td>Integrate electronic journal access management into unit activities and responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase time devoted to new activities in CD</td>
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<td></td>
</tr>
</tbody>
</table>

Performance Indicators (PIs)
Results – Example 1

2009
- PI1: “Increase time devoted to new activities in CD”
  - Active participants in ERMS implementation
  - Full Success

2010
- PI2: “Integrate electronic journal access management into unit activities and responsibilities”
  - Specified job responsibilities for “Electronic Resources Specialist”
  - Full Success
Results – Example 2

- Library Strategic Goal
  - “Provide clients with a more integrated, easier-to-use findability tool for the array of Library electronic resources”

- 2009 Organizational Change
  - Merge two departments to create Digital Services & Technology Planning (DSTP)
    - Developing, implementing and managing new products for library’s web site
Results – Example 2

- **Performance Indicators**
  - 2009
    - “Seamless integration of services, initiatives and resources with project and maintenance activities”
      - ERMS, Client Contact Database, Digital Access Management System
      - Full Success
    - “Blur the lines between serials, web, research & development components of unit organization”
      - Tasks remained disparate
      - PI not appropriate
      - Failure
Results – Example 2

2010 Organizational Change
- Removed serials responsibilities from DSTP
- \(-3, +2, 1\text{ vacancy} = 7 \text{ FTE}\)
- Focus unit on supporting the virtual library

Performance Indicators
- 2010
  - “Build unit cohesion by organizing responsibilities, cross training and cross collaboration within the unit in order to provide enhanced support for virtual library”
  - “Develop and show progress on Strategic Objectives in support of Goal 1 (findability solutions)”
Results – Example 2

- **2010**
  - **PI1: Build Unit Cohesion**
    - Full Success
    - Each unit member was clearly responsible for specific projects and application support
  - **PI2: Findability Solutions**
    - Six active objectives
    - Considered successful
## Performance Indicators

This list contains performance indicators used within the Evaluation Plan Project Site.

### Unit: Admin (3)
- **Admin**: Increase time for Data Farm assistance
  - Assigned To: Parm Thompson
  - Target Outcome: Full Success
- **Admin**: Integrate Library's statistical snapshot into Data Farm
  - Assigned To: Parm Thompson, Scott Carpenter, Kay Chapa, Barbara Nunn
  - Target Outcome: Partial Success
- **Admin**: Increase % of time devoted to new high impact activities by evaluating current workflows
  - Assigned To: Parm Thompson
  - Target Outcome: Full Success

### Unit: Archives & History (3)
- **Archives & History**: Develop Archives & History of Medicine Plan
  - Assigned To: Bill Maina
  - Target Outcome: Partial Success
- **Archives & History**: Effectively integrate new staff in support of digitization efforts
  - Assigned To: Bill Maina, Robert Day
  - Target Outcome: Full Success

### Unit: CD (2)
- **CD**: Increase time devoted to new activities in CD
  - Assigned To: Mori Lou Higa
  - Target Outcome: Full Success
- **CD**: Integrate electronic journal access management into unit activities and responsibilities
  - Assigned To: Mori Lou Higa, Jeff Perkins
  - Target Outcome: Full Success

### Unit: DSTP (5)
- **DSTP**: Seamless integration of services
  - Assigned To: Matthew Zimmerman
  - Target Outcome: Full Success
- **DSTP**: At least 2 evaluations of services and products completed
  - Assigned To: Matthew Zimmerman
  - Target Outcome: Full Success
- **DSTP**: Blur the lines between serials, web, research & development components of unit organization
  - Assigned To: Matthew Zimmerman
  - Target Outcome: Failure
- **DSTP**: Develop and show progress on Strategic Objectives in support of Goal 1 (findability solutions)
  - Assigned To: Matthew Zimmerman, LIBRARY/dird
  - Target Outcome: Full Success
- **DSTP**: Build unit cohesion by organizing responsibilities, cross training and cross collaboration within unit in order to provide enhanced support for virtual library
  - Assigned To: Matthew Zimmerman, LIBRARY/dird
  - Target Outcome: Full Success
## Short-Term Outcomes

<table>
<thead>
<tr>
<th>Unit</th>
<th>Performance Indicator</th>
<th>Target Outcome</th>
<th>% Complete</th>
<th>Outcome</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Admin</strong> (3)</td>
<td>Increase time for Data Farm assistance</td>
<td>Full Success</td>
<td>100%</td>
<td>Library Operations</td>
<td>8/31/2009</td>
</tr>
<tr>
<td>Admin</td>
<td>Integrate Library’s statistical snapshot into Data Farm</td>
<td>Partial Success</td>
<td>50%</td>
<td>Library Operations; Internal Communication</td>
<td>8/31/2009</td>
</tr>
<tr>
<td>Admin</td>
<td>Increase % of time devoted to new high impact activities by evaluating current workflows</td>
<td>10%</td>
<td></td>
<td>Library Operations</td>
<td>8/31/2011</td>
</tr>
<tr>
<td><strong>Archives &amp; History</strong> (2)</td>
<td>Develop Archives &amp; History of Medicine Plan</td>
<td>Partial Success</td>
<td>90%</td>
<td>Connecting with our Clients; Library Operations</td>
<td>8/31/2009</td>
</tr>
<tr>
<td>Archives &amp; History</td>
<td>Effectively integrate new staff in support of digitization efforts</td>
<td>45%</td>
<td></td>
<td>Library Operations</td>
<td>8/31/2011</td>
</tr>
<tr>
<td><strong>CD</strong> (2)</td>
<td>Increase time devoted to new activities in CD</td>
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<td>CD</td>
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<td>100%</td>
<td>Connecting with our Clients; Library Operations; Internal Communication</td>
<td>8/31/2010</td>
</tr>
<tr>
<td><strong>DSTP</strong> (5)</td>
<td>Seamless integration of services</td>
<td>Full Success</td>
<td>100%</td>
<td>Connecting with our Clients; Library Operations; Internal Communication</td>
<td>8/31/2009</td>
</tr>
<tr>
<td>DSTP</td>
<td>At least 2 evaluations of services and products completed</td>
<td>Full Success</td>
<td>100%</td>
<td>Library Operations</td>
<td>8/31/2009</td>
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<tr>
<td>DSTP</td>
<td>Blur the lines between serials, web, research &amp; development components of unit organization</td>
<td>Failure</td>
<td></td>
<td>Library Operations; Internal Communication</td>
<td>8/31/2009</td>
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<td>DSTP</td>
<td>Develop and show progress on Strategic Objectives in support of Goal 1 (findability solutions)</td>
<td>90%</td>
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## Long-Term Impacts

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<td>100%</td>
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Conclusion

“By consciously structuring our efforts to identify inputs for decisions we set the stage to achieve meaningful outcomes.”

Source:
Conclusion

Source:
University of Wisconsin – Extension
http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html
Questions
Acknowledgements

- Richard Wayne, Assistant Director of Strategic Planning
- Jane Scott, Design and Promotion Specialist